



## DEPARTMENT OF THE NAVY

NAVAL HOSPITAL

BOX 788250

MARINE CORPS AIR GROUND COMBAT CENTER  
TWENTYNINE PALMS, CALIFORNIA 92278-8250

IN REPLY REFER TO:

NAVHOSP29PALMSINST 5310.1

Code 0905

5 February 1997

### NAVAL HOSPITAL TWENTYNINE PALMS INSTRUCTION 5310.1

From: Commanding Officer

Subj: POSITION MANAGEMENT

Ref: (a) DOD Directive 1400.26 of 28 Jul 1979 (NOTAL)  
(b) DODINST 5010.37  
(c) OPNAVINST 5310.14  
(d) OPNAVINST 1000.16H  
(e) SECNAVINST 12510.9  
(f) SECNAVINST 5010.1  
(g) Navy Total Force Manpower Requirements Handbook  
(h) BUMEDINST 5430.7  
(i) CCO 12312.3A  
(j) CCO 12511.1D

Encl: (1) Position Management Guidelines  
(2) Position Management Action Request (NH29P Form 5310/01)

1. Purpose. To outline command policy, procedures and responsibilities of the Position Management Program in accordance with references (a) through (j).

#### 2. Discussion

a. The concept of Position Management calls for an ongoing management process for the structuring of positions and organizations in a manner which promotes economy, productivity, and organizational effectiveness. It involves the determination of the need for a position, required skills and knowledge, organization, grouping, and assignment of duties. In applying position management principles, a balance must be maintained between controlling grade escalation, providing opportunities for career development, attracting the best possible candidates, providing employee job satisfaction, and performing necessary functions in the most economical and efficient way possible.

b. Positions covered by this instruction include all appropriated fund civilian positions and military billets under the Chief of Bureau of Medicine and Surgery (BUMED). The Position Management Program is directed toward the control and utilization of civilian positions; however, when an organization is composed of both civilian positions and military billets, consideration must be given to the relationship and impact of all positions and billets in making position management determinations. Position management reviews must include consideration of all functions, duties and responsibilities

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performed by the organization in order to recommend optimum utilization of all personnel.

3. Policy. Position Management shall be carried out in a manner which shall ensure compatibility with other Navy programs such as position classification, affirmative employment programs (i.e. Federal Women's Program, Hispanic Employment, Upward Mobility, Employment of the Handicapped, etc.) merit staffing, employee utilization, career development, annual manpower reviews, and commercial activities studies. Guidelines are provided in enclosure (1).

#### 4. Scope

a. The Position Management Committee's scope will include the following types of position management actions:

- (1) Requests for additional military billets and personnel that have not existed in the past.
- (2) Requests to delete military billets.
- (3) Requests to reorganize military billets.
- (4) Requests for military personnel for which a billet does not exist.
- (5) Projected gaps of personnel for military billets.
- (6) Requests to create new civilian positions.
- (7) Requests to delete civilian positions
- (8) Requests to accrete duties for civilian positions.
- (9) Requests to reorganize civilian positions.

b. The scope of the Position Management Committee will not include the following types of position management actions:

- (1) Routine assignment of military personnel as replacements for departing personnel.
- (2) Promotion of civilian personnel to next grade of a career ladder position.

#### 5. Objectives

a. Achievement of proper balance of efficiency, economy, skills utilization, the attraction and retention of personnel, and employee motivation and development which most effectively uses command resources.

b. Work organization and staffing arrangements that form a sound and economical organization for the most efficient accomplishment of the mission of the command.

c. Assurance that effective action in the form of manpower change requests submitted to BUMED is taken when position management reviews indicate a needed improvement in position or staffing structure.

d. Remain within statutory ceiling for Full Time Equivalents (FTEs) as directed by the Federal Work Force Restructuring Act of 1994.

6. Responsibilities. Managers and supervisors are explicitly charged with structuring positions to reflect the mission and functions of their department/clinic in accordance with the Position Management policy and the Statement of Manpower Requirements (SMRs) developed through the Efficiency Review process. In addition, the following are assigned the specific responsibilities described for conduct of the Position Management Program at this activity:

a. Commanding Officer. The Commanding Officer has final authority over all policy and actions regarding the Position Management Program.

b. Position Management Officer. The Executive Officer is designated as the Position Management Officer. Incumbent is responsible for:

(1) Developing and administering the Position Management Program.

(2) Coordinating the work of various staff members performing position management studies and analysis.

(3) Reviewing and recommending organization or position changes to the Commanding Officer.

(4) Ensuring that timely, corrective action is taken when changes are indicated by position management reviews and evaluations, conducted locally or directed by higher authority.

(5) Ensuring that adequate documentation against position management standards is provided to support approval of all new high-grade positions and recruitment requests to fill vacant approved high-grade positions.

(6) Ensuring that documentation of the result of position management reviews is adequate to satisfy a detailed audit or personnel management evaluation by higher authority.

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(7) Ensuring that changes indicated by position management and classification reviews and/or surveys are made available for the preparation of budget and ceiling requests.

c. Position Management Committee. The Position Management Committee will meet during the Board of Director's regularly scheduled meetings.

(1) The Committee will be composed of the following members:

(a) Executive Officer	Chairman
(b) Director for Administration	Voting Member
(c) Director of Nursing Services	Voting Member
(d) Director of Medical Services	Voting Member
(e) Director of Surgical Services	Voting Member
(f) Director of Ancillary Services	Voting Member
(g) Command Master Chief	Voting Member
(h) Comptroller	Assistant Chairman, Non Voting Member
(i) Efficiency Review Manager/ Manpower Management Analyst	Ad Hoc, Non Voting Member
(j) Head, Personnel Management Department	Ad Hoc, Non Voting Member
(k) Naval Hospital Civilian Personnel Liaison	Ad Hoc, Non Voting Member
(l) Director of Human Resource Office - West	Ad Hoc, Non Voting Member
(m) AFGE Local 2018 Vice President, Professional	Ad Hoc, Non Voting Member
(n) Other ad hoc members as may be required	

(2) The Position Management Committee is responsible for:

(a) Providing a focal point for the development,

promulgation, implementation, evaluation, and maintenance of the Position Management Program, including the methods, procedures and requirements necessary for the operation of the program.

(b) Assisting line management officials in conducting position management and classification surveys and/or reviews.

(c) Ongoing review of all positions, both military and civilian, to ensure sound management practices and organizational relationships are maintained.

(d) The review of the availability of funds to ensure conformance with budgetary requirements and higher authority personnel policies. (No action will be taken by the Committee on requests not identifying valid offset/funds availability).

(e) Reviewing all proposed personnel actions, including recruitment for vacant positions and proposed new positions. The Committee will determine if these will be filled with military personnel, temporary civilian personnel, permanent civilian personnel, contract personnel, or resource sharing personnel.

(f) Reviewing changes in the duties or organizational relationships of existing positions before classification or personnel actions are processed.

(g) Assisting line management in planning reorganization or establishing additional organizational components.

(h) Documenting the results of position reviews to the extent warranted and required.

(i) Participating in or conducting training in the concepts and techniques of position management.

d. Naval Hospital Civilian Personnel Liaison. This advisor is responsible for:

(1) Advising the Position Management Chairperson and Committee on the advantages, disadvantages, and legalities of the requested civilian position management actions.

(2) Reviewing the soundness of all vacancies from a staffing, classification, and position management basis in conjunction and liaison with the Efficiency Review Manager/Manpower Management Analyst.

(3) Performing advisory classification of positions prior to submission to the Position Management Committee.

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(4) Submitting Position Management action requests with advisory classification to the Comptroller for determination of financial impact.

e. Efficiency Review Manager/Manpower Management Analyst. This advisor is responsible for:

(1) Advising the Position Management Chairperson and Committee on the impact of requested actions to manpower authorization documents.

(2) Ensuring that personnel structure is in accordance with the Most Efficient Organization (MEO) developed during the Efficiency Review.

(3) Ensuring that changes to the established Most Efficient Organization (MEO) are officially recorded and submitted through the chain of command to the Bureau of Medicine and Surgery (BUMED).

(4) For positions that are being considered for reclassification or newly created, perform analysis of mission function changes that took place since last Efficiency Review study of prior description and submit results to the Position Management Committee.

f. Head, Personnel Management Department. This advisor is responsible for:

(1) Providing the Position Management Committee with the following information:

(a) Projected gaps in military billets

(b) Projected gaps in civilian billets

(c) Applications for educational programs that may result in gapped billets.

(2) Reviewing all Position Management Action Requests to assess potential impact on military staffing.

g. Comptroller. This advisor is responsible for the following:

(1) Preparing FTE impact of proposed personnel actions for the Position Management Committee.

(2) Providing projected costs for new or restructured positions.

h. Directors, Department Heads and Supervisors. Line management officials and supervisors are responsible for:

(1) Applying the criteria contained in enclosure (1) when planning reorganizations, changes in individual position structures or relationships, changes in staffing, or the assumption of new responsibilities.

(2) Calling upon the Position Management Officer and the Committee for assistance in applying position management criteria.

(3) Working with the Position Management Officer and the Committee on position management and classification surveys and/or reviews when a need for improvement in structure is indicated.

(4) Submitting a Position Management Action Request (NH29P Form 5310/01), containing full justification for requesting new positions, deleting established positions, or for changing the classification of any position.

(5) Ensuring availability of funds/offset for all actions forwarded to the Committee.

## 7. Action

a. Directors, Heads of Departments, Division Officers and Supervisors shall familiarize themselves with the contents of this instruction and ensure compliance.

b. All vacant positions, requests for new positions, requests for position deletion, proposed reorganizations or newly-created organizations, and restructured positions and those restructured positions that lead to higher grades shall be submitted in accordance with the following procedures:

(1) Department Heads shall submit requests to delete positions on a Position Management Action Request (NH29P Form 5310/01) to the Head Personnel Management Department.

(2) When a new or restructured position is requested, the request must be accompanied by a justification on a Position Management Action Request (NH29P Form 5310/01) and a proposed Position Description.

(3) Advisory Classification of new or restructured positions must be performed prior to presenting to the Position Management Committee for approval.

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(4) Recommended compensation for new positions within a directorate should be identified and documented on the Position Management Action Request (NH29P Form 5310/01).

(5) The Position Management Committee will review all requests in relation to the following factors:


(a) Need for the position from an activity perspective

(b) Remaining within the required FTE ceiling

(c) Validity of the request under officially established Navy requirement determination systems (ie Efficiency Review, DOD Staffing Standards, Commercial Activities, Office of Personnel Management and Department of Navy classification and staffing guidelines and regulations).

8. Performance Appraisals. Supervisors, both civilian and military, with Position Management responsibilities shall be evaluated annually for effectiveness in this area. Such supervisory and managerial positions shall be identified and position management performance shall be considered during annual civilian and military performance evaluations.

9. Forms. NH29P Form 5310/01, Position Management Action Request is being adopted and is available from Central Files.



R. S. KAYLER

Distribution:  
List A



## POSITION MANAGEMENT GUIDELINES

The Position Management criteria listed below apply to the following situations:

1. The duties of a position change.
2. Establishment of a new position
3. An action involves one or more positions
4. Reorganization or proposals to increase the average grade, ratio of supervisory to non-supervisory positions, professional to non-professional position are recommended.

The general premise is that all of the following criteria must be met in each of these situations.

### 1. Position Criteria

- a. The position is essential.
- b. There is no unnecessary duplication or conflict of work.
- c. Each item of work helps accomplish the activity's objectives.
- d. The current and projected workload supports the need for the position.
- e. The work cannot be absorbed by other positions, and it cannot be more effectively performed by a labor saving device.
- f. The position is consistent with the activity's Affirmative Action Plan, manpower reviews, merit staffing, Physically Handicapped Program, Summer Hires Program, etc.
- g. The average command grade remains relatively constant, unless there are fully justified and documented changes such as transfers-of-functions, increased or decreased program size or complexity.
- h. If the position is a support or service position (semi-professional), it should not unduly increase the ratio of such positions to "producer" (professional) positions.
- i. The ratio of non-supervisory positions has not significantly changed. The minimum span of control for supervisors at all levels should be supervision of at least 3-5 employees engaged in the substantive work of the office. On an overall activity-wide basis, the supervisory ratio should be 1:4 as a minimum, including military billets.
- j. The span of control for a supervisory position is appropriate.

2. The Position In Relation To The Organization

a. The tasks to be performed stem from an officially assigned function and are a part of the mission for the command.

b. The function should be clearly defined in the Hospital Organization Manual; if not, the request should include complete and clear justification and documentation that supports the requirement.

c. The position contributes to career progression in the organization. An entry or low level position is not a "dead-end" if it provides reasonable opportunity to progression to higher level work.

d. Total authorized civilian FTEs will not be exceeded, therefore compensation must be identified prior to consideration by the Position Management Committee.

e. Staffing levels should be based on average rather than past workload (extended hours, temporary, part time, or intermittent employees should be used for peak periods whenever possible).

f. The number of levels of supervision should be kept to a minimum. Positions supervising less than three persons or less than 25 percent of the time will not be designated formal supervisors.

g. Duties of lower grade level work less than the grade or the position should be removed from the position to the extent possible and assigned to clerical or support personnel or to lower grade positions.

h. The majority of the work of the position should have a grade level equal to the grade of the position.

i. Higher graded duties should be concentrated in the smallest possible number of positions.

POSITION MANAGEMENT ACTION REQUEST

If the space is insufficient in any block, continue in Block 16 or on plain paper properly identified by block number.

1. Department \_\_\_\_\_
2. Does the requested action:
  - a. Fill a vacancy? YES NO  
How long vacant? \_\_\_\_\_
  - b. Create a new position? YES NO
  - c. Required by a reorganization? YES NO  
Date reorganization was approved \_\_\_\_\_
  - d. Change a Position Description? YES NO  
(Series or Grade)  
Date incumbent started new duties \_\_\_\_\_
  - e. Other \_\_\_\_\_
3. Current Position Title \_\_\_\_\_ Series \_\_\_\_ Grade \_\_\_\_  
If change is requested:  
Recommended Title \_\_\_\_\_ Series \_\_\_\_ Grade \_\_\_\_
4. Type of Position (check ones that apply and provide requested NEC or NOBC)

_____ Military Enlisted (NEC)	_____	_____ Permanent
_____ Military Officer (NOBC)	_____	_____ Temporary
_____ Civil Service	_____	_____ Full Time
_____ Resource Sharing	_____	_____ Part Time
_____ Contract		
5. If temporary, for what duration? \_\_\_\_\_
6. If part time, how many hours per pay period? \_\_\_\_\_
7. Physical location of the proposed position? \_\_\_\_\_
8. Name and title of immediate supervisor of the position?  
\_\_\_\_\_
9. Who is presently performing these duties? \_\_\_\_\_

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10. Attach copy of the proposed and/or current Position Description.

11. What new requirements, increase in workload, etc. has caused the need for this request? Provide comparative data.

12. What new equipment and/or increased space will be required to support this request? Provide a list of any requirements.

13. Justify the requested action. (Benefits, possible negative trade-offs, opportunities, legal aspects, timing, urgency, etc.)

14. What effect will disapproval of this request have upon the hospital's mission? State alternatives for mission accomplishment.

15. What vacancies exist or what funds exist in your organization that can be used as compensation for this action?

16. Additional comments and/or justification.

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17. Submitted By \_\_\_\_\_ Date \_\_\_\_\_  
Department Head

18. Endorsed By \_\_\_\_\_ Date \_\_\_\_\_  
Director

Enclosure (2)

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19. Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Efficiency Review Manager/  
Manpower Management Analyst

20. Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Civilian Personnel Liaison

21. Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Head, Personnel Management

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22. Financial Impact:

Cost to end of current Fiscal Year \_\_\_\_\_  
Annualized Cost in Future Fiscal Years \_\_\_\_\_  
Funding Availability \_\_\_\_\_  
Impact on FTE Ceiling \_\_\_\_\_

Reviewed By: \_\_\_\_\_ Date \_\_\_\_\_  
Comptroller

23. Position Management Committee Recommendation to Commanding Officer

Recommend Approval \_\_\_\_\_  
Recommend Disapproval \_\_\_\_\_  
Deferred Until \_\_\_\_\_

Additional Information Required:

\_\_\_\_\_  
Position Management Officer

\_\_\_\_\_  
Date